

Office of Human Capital

Team Integration Workshop

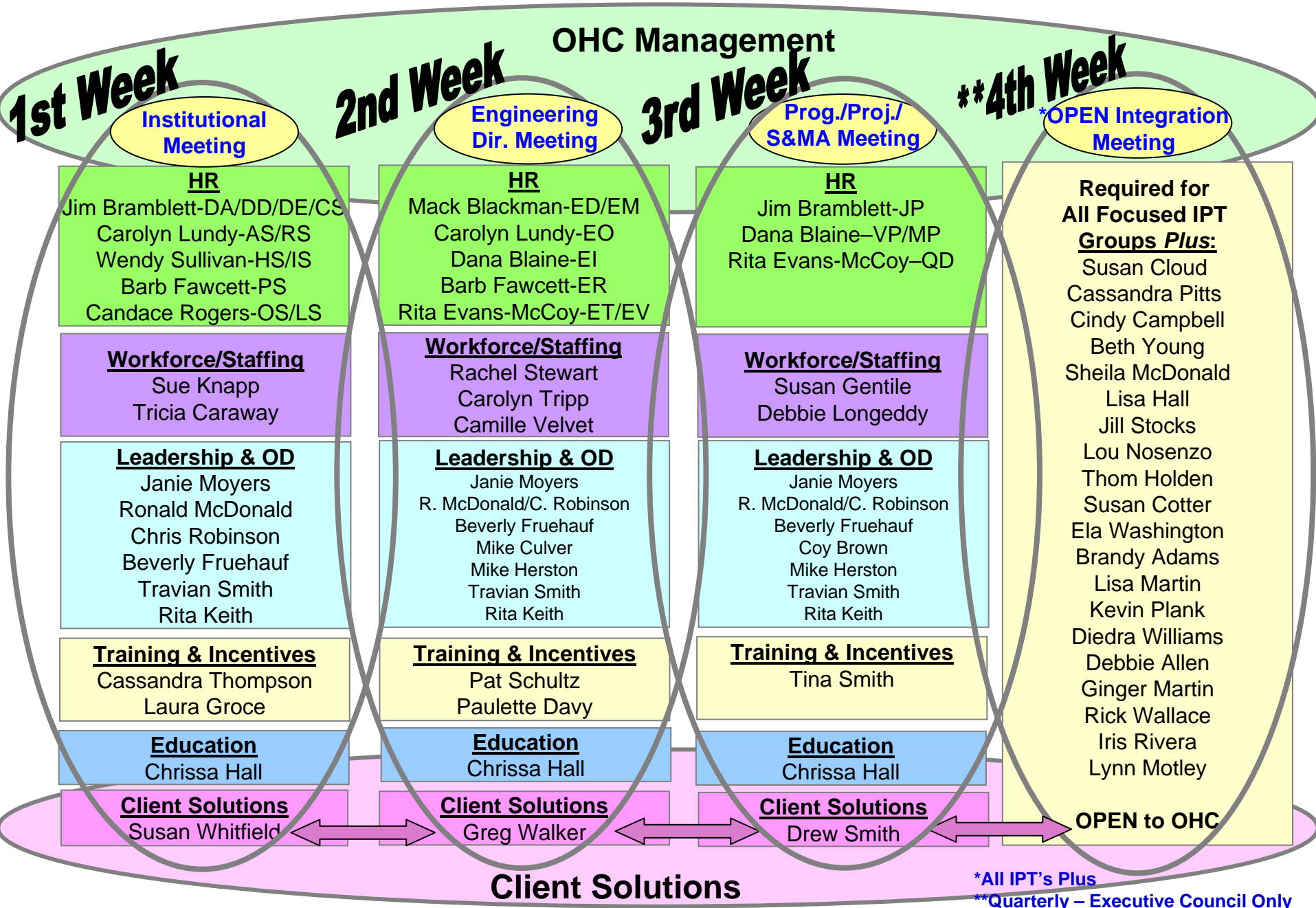


April 26, 2006



- **Opening Remarks** (Susan Whitfield) [3 minutes]
- **Speaking a Common Language** (Drew Smith) [7 minutes]
 - New Terms: Discretionary Effort, Employee Engagement
 - Dana Blaine's *To The Point* Article "Time Saving Tips"
- **OHC Team Learning Topics** [up to 25 minutes each, 5 minute break]
 - New Agency Awards System (Laura Groce)
 - Succession Management (Thom Holden)
- **Client Learning Topic** [20 minutes]
 - Understanding MP71/Shuttle Integration (Chris Crumbly)
- **Team Sharing** (All) [10 minutes]
 - What Are We Doing that Needs to Be Shared?
- **Group Activity** (All) [20 minutes]
 - Understanding Performance: "*The Beekeepers and Their Bees*" (Facilitated by HS10/Coy Brown)
- **Team Feedback** [5 minutes]

	● Scheduled Activity	● Time	● Location	● Attendees/Purpose
Daily	<i>Open Communication on All Levels</i>	<i>All Day</i>	<i>Various</i>	<i>With Each Other (OHC) and With Our Clients</i>
	Client Solutions Team Tag-Up	9:00-9:30	4200/212	Client Solutions Core Team: Review/Assign Actions, Discuss Integration Activities
Monday	Executive Council	1:10-2:55	4200/211	Executive Council: Brief IPT Overall/Schedule Status Report Each Week. On occasion IPT members may be asked to brief a project status. <u>Quarterly this meeting will be dedicated to IPT Integration/Management Engagement.</u>
Friday	Client Solutions Team Tag-Up with Tereasa	11:00-12:00	4200/206C	Tag-Up with Tereasa: Discuss progress; Client goals; accomplishments; plans, etc.
Thursday	Focused Client Integration Meeting (CIM)	9:00-11:00	4200/G13F	Integrated IPT Groupings: Address issues; status/assign actions; seek integration and resource leveraging opportunities; discuss current activities in each organization; idea and best practice exchange; learning •1 st Week [Institutional] •2 nd Week [Engineering Directorate] •3 rd Week [Prog/Proj/S&MA]
Thursday [Only Managers required to attend June, September, December.]	Team Integration Workshop	9:00-11:00	Activity Building	•4 th Week [All IPT's, Others as Designated] Open Invitation to All OHC for Integration & Learning <u>Quarterly this meeting will be dedicated to Management Engagement.</u>
As Required (Scheduled in Advance)	Regular Intervals	Various	Various	•Face-to-Face Client Visits [Minimum Quarterly] •IPT Splinter Meetings to Address Individual Organizational Issues •IPT Skill Enhancement/Training Opportunities •Special Project Assignment Meetings





Administrative Professional Day



For All You Do...



Thank You!



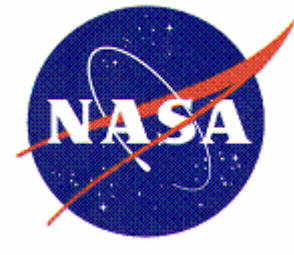
- ***Discretionary Effort*** – An Employee's willingness to go above & beyond the call of duty.
- ***Employee Engagement*** – “Is the extent to which employees commit to something or someone in their organization, and how hard they work, and how long they stay as a result of their commitment.”



To The Point

Article by Dana Blaine

**“Time Saving Tips
for Performance
Evaluations”**



NASA Automated Awards System

May 4, 2006

Presented by:

Laura Groce/HS40

What is NAAS?



NAAS – NASA Automated Awards System

- Agency's new custom-built automated awards processing system
- Part of the e-Government initiative supporting the President's Management Agenda
- Will *replace, reduce, or eliminate*:
 - Paper forms (MSFC 507 and NASA 1644)
 - Stacks of nominations
 - Signature cramp
 - Hand-carrying urgent paper nominations

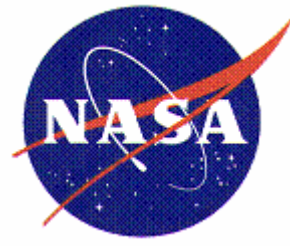
Why NAAS?



NAAS – NASA Automated Awards System

NAAS will *enable* the following:

- ➔ Online access at any time
 - ➔ Initiate nominations
 - ➔ Check nomination status
- ➔ Automatic email notifications:
 - ➔ Reviewers & Approvers – pending nominations
 - ➔ Nominating Official – completed awards
- ➔ *Potentially* a nomination can be initiated and completed within minutes



Impacts

How will NAAS impact MSFC employees?

Managers, Supervisors, Administrative Officers

- No change
 - Number or type of awards available
 - Nomination/approval steps
- Same steps, new electronic process
- Easy access for nominating, reviewing/approving, tracking and reporting
- Registered-user proxies

Employees

- Personal/Privacy Act Information will be secure
- Most certificates will look different

Implementation



Projected Deployment Date: June 26, 2006

<i>Current Functionality</i>	<i>New Functionality</i>
Paper forms → MSFC Form 507 → NASA Form 1644	Electronic system completely automated → Will be available on PC and Mac
Manual signatures	Automated process
Nomination status tracked manually in the Awards Office	Organizations can track status of their nominations online
Certificates typed and printed locally	NSSC prepares certificates*
Urgent nominations hand-carried	Automation eliminates paper*
Award histories printed by Awards Office personnel on request	No change

** Except Sustained Superior Performance awards/certificates*

Implementation



Future Enhancements: Date TBD

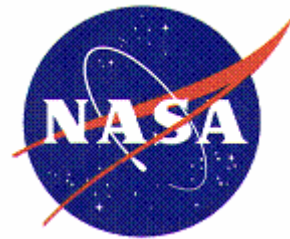
<i>Current Functionality</i>	<i>New Functionality</i>
Certificates prepared manually → Done by Awards Office now → By NSSC as of June 2006	Ability to print certificates directly from NAAS → Will be done by NSSC (including SSP certificates)
Separate budget tracking in Center Logging & Tracking System (CLT) → CLT will be discontinued at end of FY06	NAAS budget tracking tool currently restricted to 2 organizational levels → Future enhancement will take it down one more level



Concerns

MSFC Concerns

- Implementation schedule aggressive
 - Abbreviated Change Management implementation
- SSP coordination labor intensive
 - Hardcopies of performance appraisals still required for Awards Office records
- Reviewers/Approvers will need to check their email *regularly* for pending award notifications
- NSSC impact unknown



Basic Timeline

April 25	Test Readiness Review
May 10–12	Train-the-Trainer at KSC
May 15–19	Focused User Testing at KSC
May 30	Begin End-User Training at Centers
June 5–16	Customer Acceptance Testing
June 19	Operational Readiness Review
June 26	NAAS “Go Live”



Communication Strategy

→ Center-Level Presentations

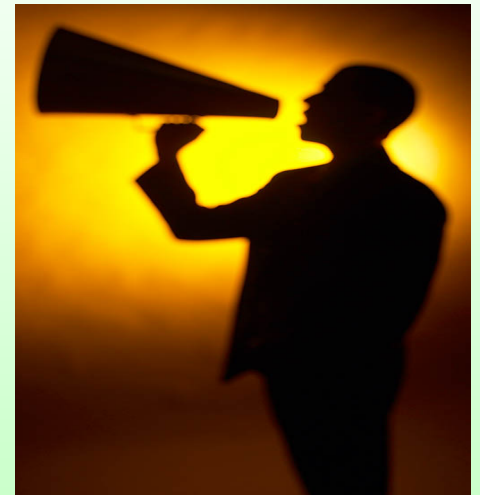
- Senior Management
- Center Organizations

→ Publications

- Marshall Star
- Inside Marshall website
- Heads Up email
- MSFC ETV
- WebTADS (HQ)
- OHC website
- NASA People website (HQ)
- Posters/Brochures/Banner displays/Table-tent displays

→ Training

- Instructor-led Sessions



Q & A



Questions regarding NAAS may be directed to:

Laura Groce/HS40 – 544–9154

MSFC NAAS Transition and Implementation Lead

Paulette Davy/HS40 – 544–5656

Back-up

QUESTIONS?

NAAS



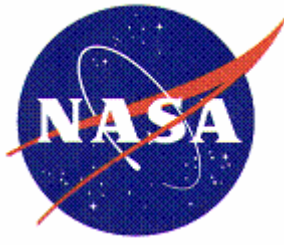
BACKUP

Background



In March 2005, an Agency team reviewed the awards program to standardize awards processes

- Use technology to automate awards
- Faster action processing
- Enhance budget tracking
- More consistent data quality
 - Same information, same format from all Centers
- Achieve greater efficiency
- More effective operations



Background (continued)

- Each Center operating its own independent system/process
- Patchwork assortment of systems and manual processes outdated
- Inadequate for effective Agency-wide management of awards program
- HQ approved team's recommendation to standardize and automate processes *before* transitioning to the NSSC

Automation Necessitates Standardization

Starring...

Thom Holden as...
"Succession Manager"

**MSFC: Succession
Management Program**

05.05.06

MissionImpossible.com

Good Morning Mr. Holden...Your
Mission, If you Choose to Accept
It...Is to Develop a
Marshall Space Flight Center
Succession Management
Program
that is EASY!...If you fail to
complete this mission, Tereasa
Washington...
(Uhhh...THE SECRETARY) will
Disavow any Knowledge of your
Actions...

GOOD LUCK Mr. Holden!





Succession Management Program Overview

OHC Integrated Product Team (IPT) Briefing

Presented by
Thom Holden/HS10
April 26, 2006



The Marshall Space Flight Center is committed to the purposefully development of its current and future leaders at all levels.



- Marshall's senior management team is setting the stage for meaningful individual development planning for leaders at all levels.
- MSFC will focus its leadership development efforts on cultivating talent for the short-term and the long-term.
- Using this structured process will also ensure MSFC leadership and executive development efforts are aligned towards Center and NASA mission objectives and will also help meet the Agency's needs for future leadership.

- The Marshall Center's senior leadership team believes succession management is a valuable and necessary human capital management tool vital to the success of MSFC and to NASA.
- Over the past several months, the OHC Organization and Leadership Development Office in collaboration with senior management has been developing a Center-wide process to ensure that the Marshall Center will have the right people (Leaders) in the right places to do the right things at the right times.



Succession management at MSFC is a process which focuses on the purposeful and strategic development of the Center's future leaders; it is not simply identifying potential replacements for senior staff.

Effective Succession Management process will require strategic integration of the following OHC products, services, and functions...



**Enhanced
Performance
Communication
System**

**Marshall Space Flight Center
Individual Development Plan**



**NASA Competency
Management System**



Academic Affairs



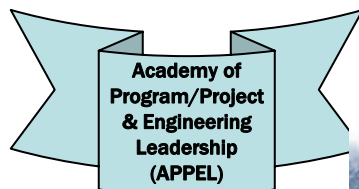
**Mentoring & Executive
Coaching**



**MSFC Leadership
Development Series
(LDS)**



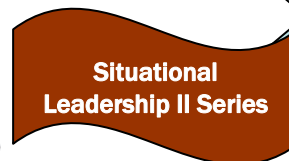
**Marshall Mobility
Program**



**Academy of
Program/Project
& Engineering
Leadership
(APPEL)**



Workforce Strategy & Planning



**Situational
Leadership II Series**



SESCDP



**MI
Marshall Institute**

Training & Incentives



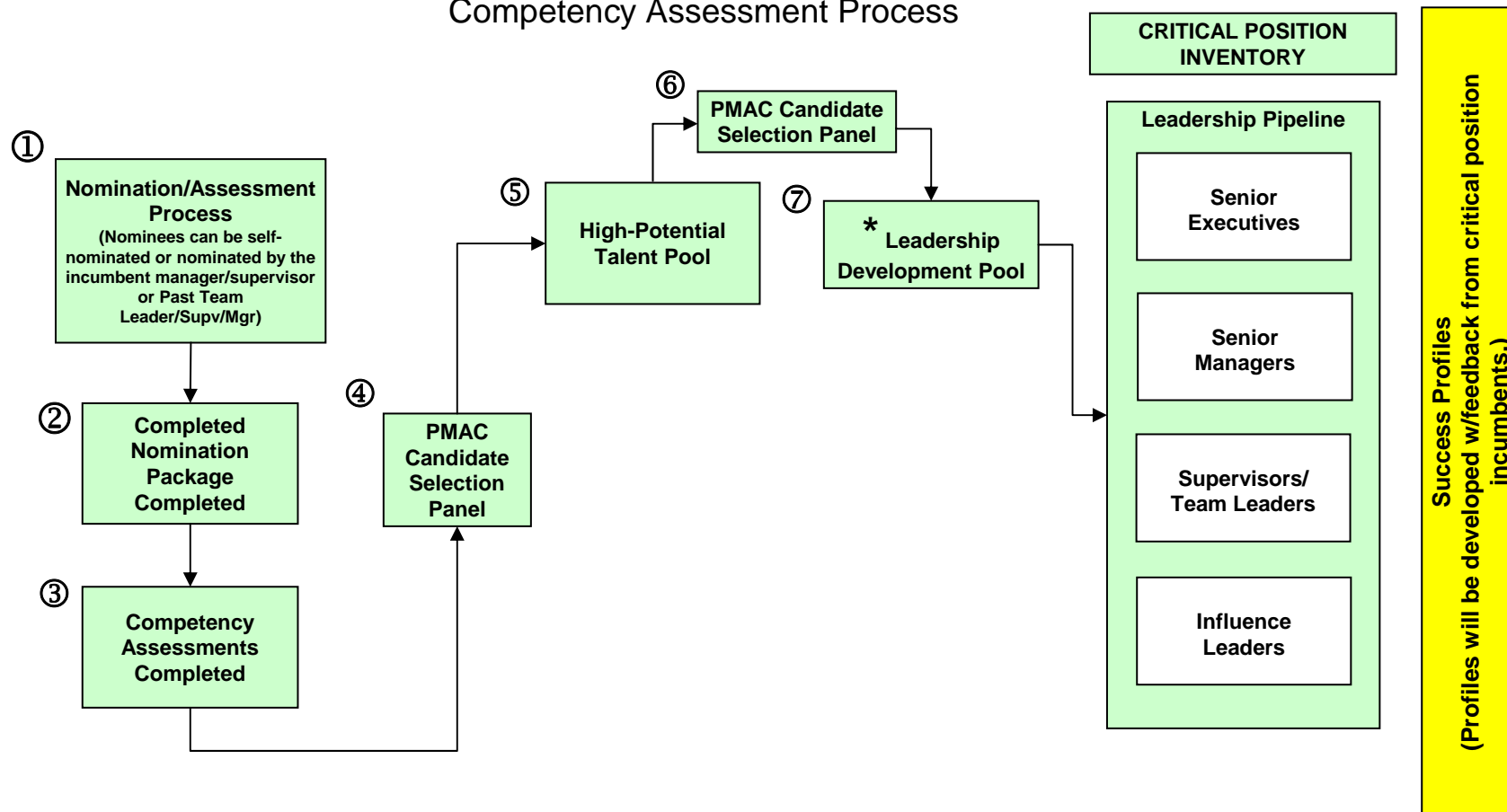
MSFC senior management developed the succession management process to:

- Purposefully prepare future Center leaders at all levels
- Foster a “development” mindset among Center senior managers that will flow down to all levels.
- Promote mobility as a natural order of career progression.
- Implement a system that encourages breadth of experience, and a constant refreshing of leadership talent needed in critical positions.



- The Center will initially establish an inventory of the Center's critical positions
- The Personnel Management Advisory Committee (PMAC) will convene a candidate selection meeting to identify high potential talent pool participants within the following levels of the leadership talent pipeline:
 - Senior Executive Service (SES)
 - Senior Manager Level
 - 1st Line Supervisor/Team Leader level, then
 - Influence Leader level

High Potential Talent Pool Nomination and Competency Assessment Process



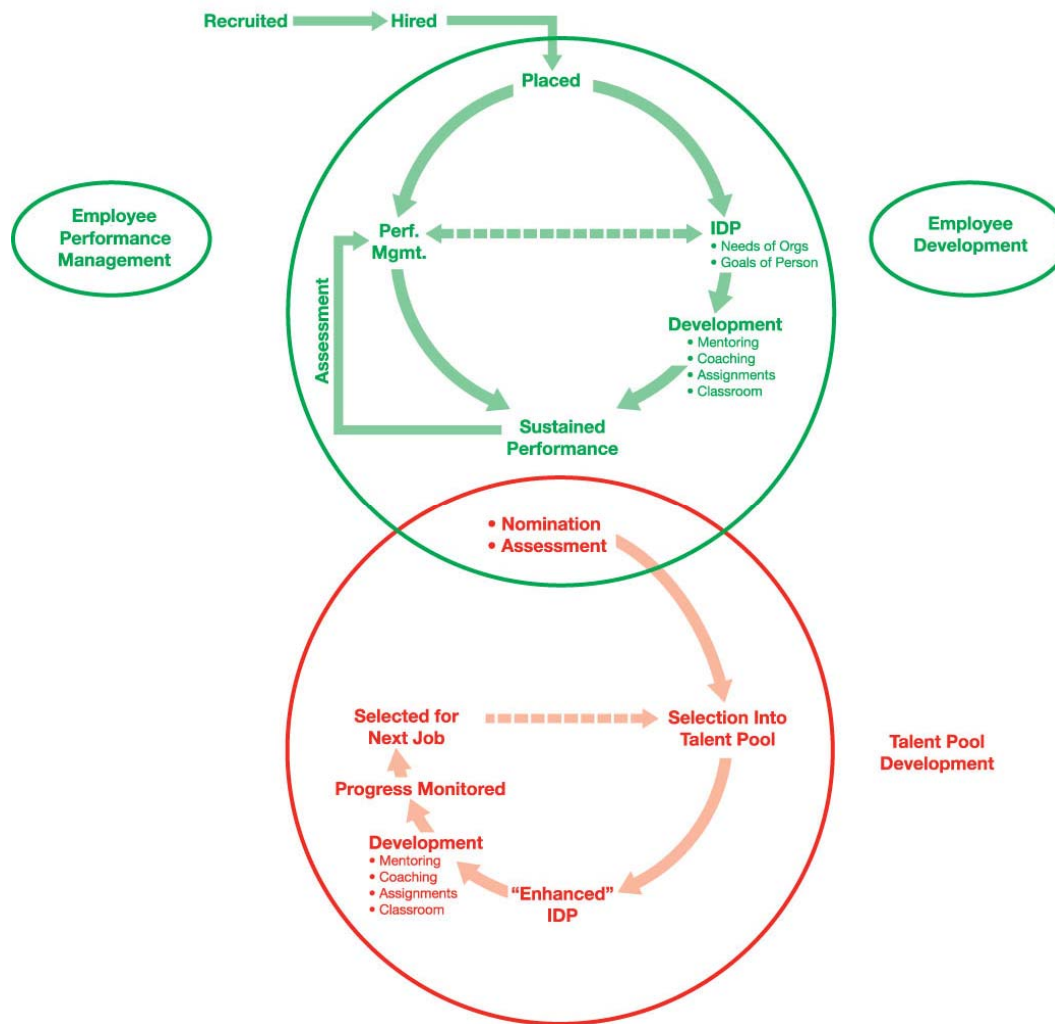
* Participant portfolios of SMP Leadership Development Pool participants will be reviewed in order to supplement staffing of all critical position vacancy announcements. ONLY candidates determined eligible under merit promotion and competitive placement principles will be selected for these positions.

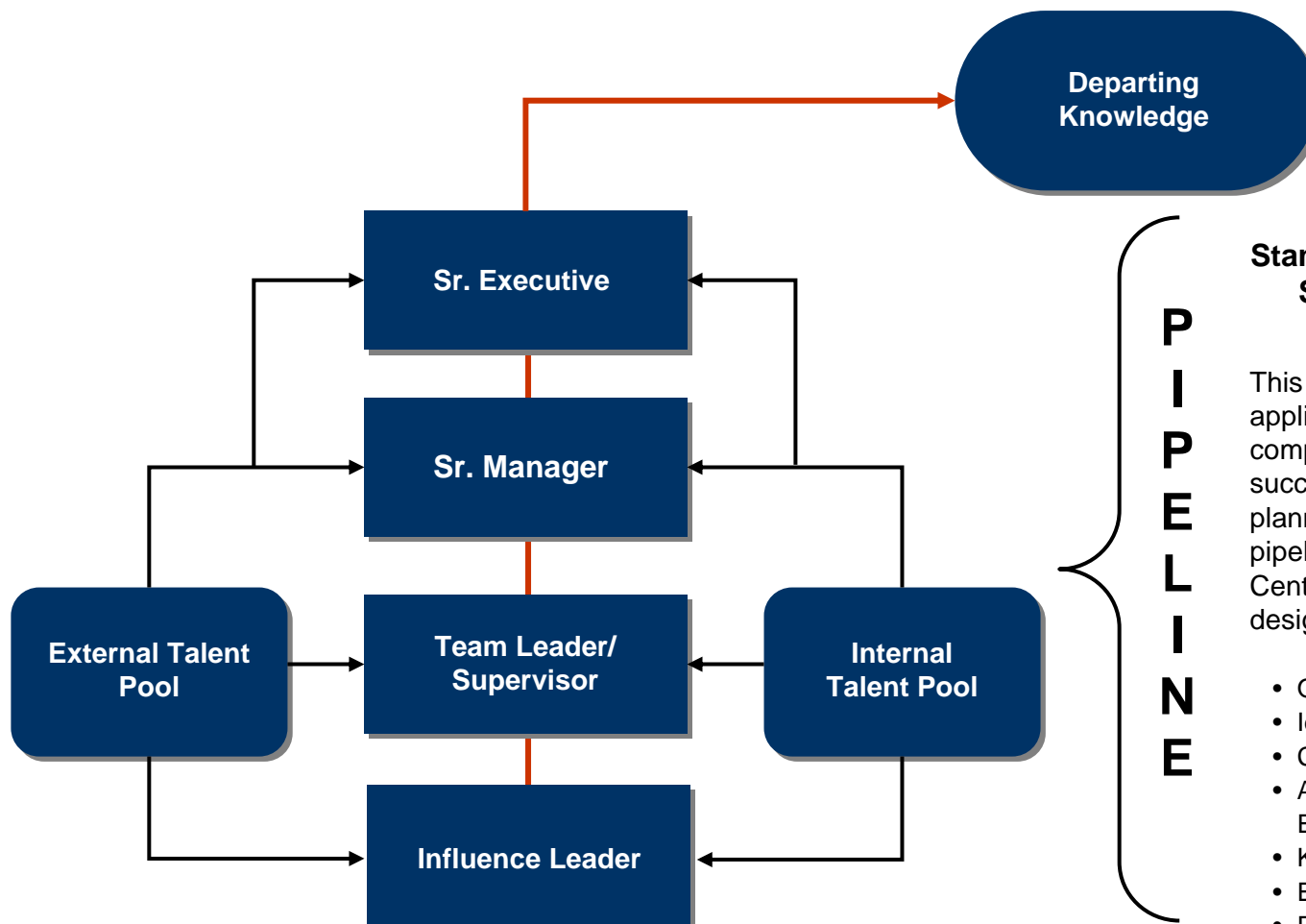
The succession management planning process will consist of the following program components:

- Establishment of a **purposeful succession planning and leadership development process aligned with the NASA Leadership model** and Center's strategic business objectives.
- Identification of **MSFC Critical Positions** and determining specific "Success Profiles" for each of these positions.
- Identification of a **diverse pool of high potential employee talent for development** to enter into future leadership positions.
- Development of a formal **talent pool candidate nomination process**.



- Development of a **leadership competency assessment process and tool** based upon the NASA Leadership Model.
- Formation of a **more strategic decision making process for selection of candidates for executive and leadership development programs.**
- Development of a **succession planning progress monitoring system.**
- Continual **management and tracking of the Center's leadership talent pool.**





Standard Components of MSFC Succession Management Planning System:

This leadership development model applies the following standard components of the MSFC succession management program planning system appropriately at all pipeline levels of progression and to Center positions which have been designated as critical.

- Organized Executive Sponsorship
- Identification of the Talent Pool
- Competency Assessments
- Appropriate Developmental Experiences
- Knowledge Sharing
- Executive and Supervisory Support
- Placement/Selection
- Continual Reassessment

Pipeline Characteristics:

- Each progressive level requires additional competencies.
- Qualified external or internal talent may enter the pipeline at any level.



Targeted Audience (s)	Objective	Vehicle	When
<ul style="list-style-type: none"> Center Director Associate Director Deputy Center Director 	Introduce new process and proposed program components for: <ul style="list-style-type: none"> Understanding Approval & Buy-In Policy Advocacy Gathering recommendations and feedback. 	Presentation	TBD
Executive Forum	<ul style="list-style-type: none"> Introduce new process for understanding and advocacy. 	Presentation	TBD
Personnel Management Advisory Committee (PMAC)	<ul style="list-style-type: none"> Introduce new process for approval and understanding. 	Presentation and Demonstration	TBD
OHC Director	<ul style="list-style-type: none"> Introduce new process for approval and understanding, obtaining buy-in, advocacy, gathering recommendation and feedback regarding proposed program components. 	Staff Meeting	March 8, 2006
OHC Direct Reports	<ul style="list-style-type: none"> Introduce new process for understanding/advocacy 	Staff Meeting	TBD
OHC Staff Offices <ul style="list-style-type: none"> Organization & Leadership Development Office Training & Incentives Office Employee Services & Operations Office Integrated Product Teams (IPTs) 	<ul style="list-style-type: none"> Introduce new process and discuss their role in its implementation. 	Presentation/Staff Meeting	April 26, 2006 (IPT Integration Meeting)
MSFC Civil Servants	<ul style="list-style-type: none"> Introduce new process for understanding. 	<ul style="list-style-type: none"> Marshall Star Inside Marshall All-Hands Meetings Web site with tools and FAQs To-the-Point 	TBD
Administrative Officers	<ul style="list-style-type: none"> Ensure that all organizations understand the succession management process and use it efficiently and effectively. 	Presentation and Demonstration	TBD
Training Liaisons	<ul style="list-style-type: none"> Ensure that all organizations understand the succession management process and use it efficiently and effectively 	Presentation and Demonstration	TBD
Specific MSFC Organization Leadership teams	<ul style="list-style-type: none"> Ensure that all organizations understand the succession management process and use it efficiently and effectively 	Presentations by OHC IPTs	TBD
MSFC Bargaining Units	<ul style="list-style-type: none"> Introduce new process for understanding 	Presentation and demonstration	TBD



Center-wide implementation of the succession management program is expected to begin late May or early June 2006.



Any Questions?

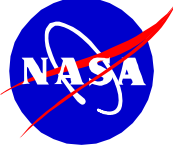


MSFC Succession Management Program Manager

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Organization & Leadership Development Office
544-7526
thomas.l.holden@nasa.gov

Chris Crumbly/MP71





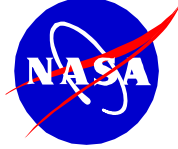
How PSEI is getting it's *groove* back

Chris M. Crumbly
Technical Team Lead
April 26, 2006



Assessment

- Assessment after 1 ½ months
 1. We perform a diverse array of tasks
 2. We have several tracking methods
 - None of them are integrated
 - Some of them are incomplete
 3. Presentations are often together but rarely consistent
 4. Lots of looong meetings



External Forces

- A. PSEI has a “respect” problem among the elements
- B. PSEI “people” are generally highly regarded
- C. MSFC has an increased focus on resolving poor performance
- D. Management does not have sufficient “situational awareness” of what PSEI is doing

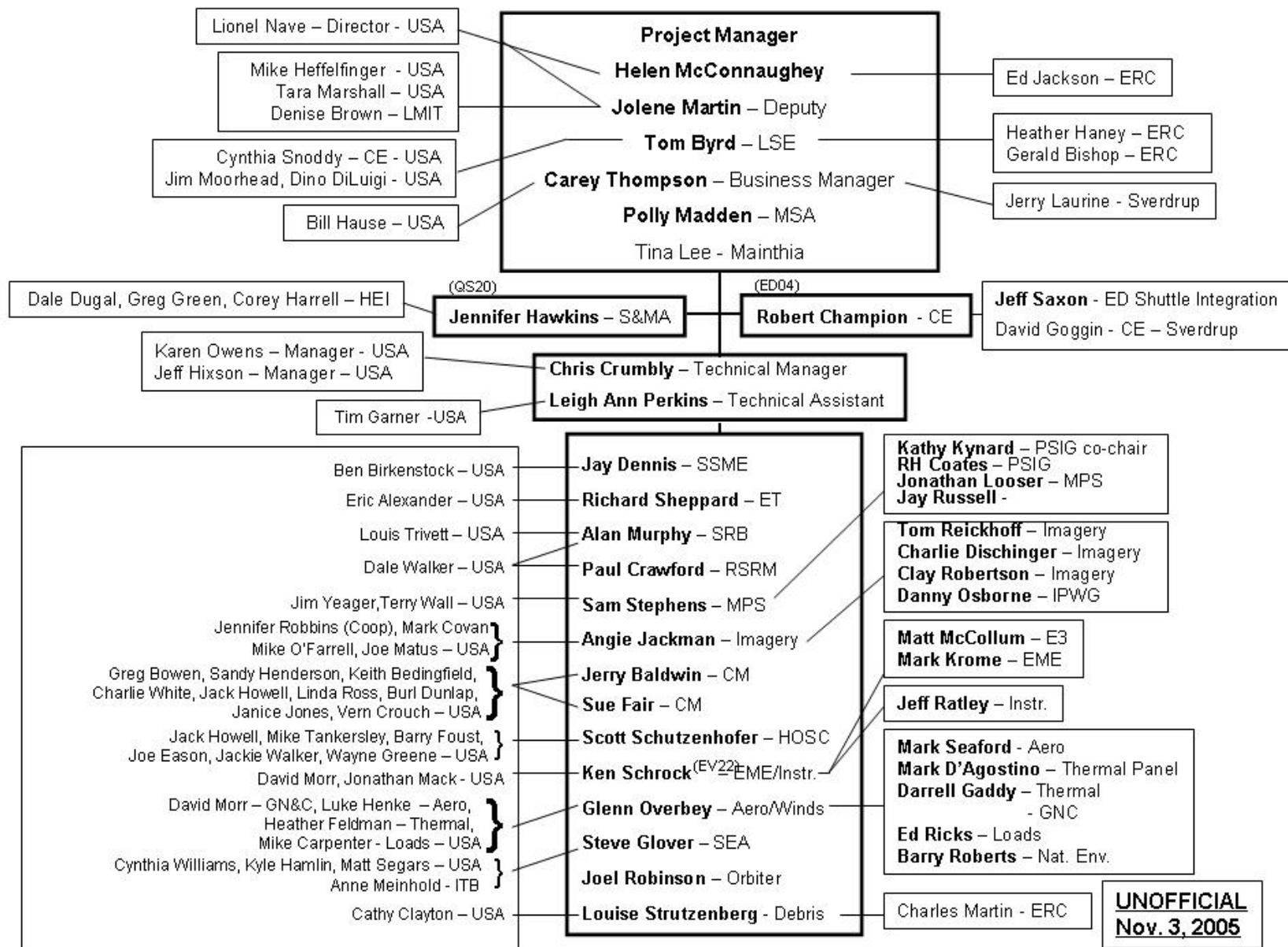
Adjustments

- Situational Awareness

- Monthlies will now be my team meetings
- Weekly notes are required and will be distributed to all of MP71
- I will be the action item gatekeeper
- We will develop a workable, integrated schedule
- We will drive actions to closure

1		A	
2	✓	B	
3		C	
4		D	✓

Propulsion Systems Engineering and Integration (PSE&I) MP71



Propulsion Systems Engineering and Integration/MP71

Manager
Deputy Manager
ESA
MSA

Helen Mcconnaughey
Jolene Martin
Polly Madden
Tina Lee

Business Manager
Mike Phipps

Chief Engineer
Robert Champion
Dep – Angie Jackman

Lead Systems Engineer
Chris Crumbly
Asst. LSE – Vacant
Technical Asst. L Perkins

**Element Integration
External Tank**
Richard Sheppard

**Element Integration
SRB**
Alan Murphy

**Element Integration
RSRM**
Vacant

**Element Integration
SSME**
Jay Dennis

**Element Integration
MPS**
Sam Stephens

Systems Safety

**Requirements
And
Config Mgt**

Leigh Ann Perkins
Jerry Baldwin
Sue Fair

HOSC Operations

Scott
Schutzenhofer

**Natural Environments
Tech Panels
EME/Instrumentation**

Glenn Overbey
Ken Schrock

SEA

Steve Glover

**Debris
Analysis**

Louise
Strutzenberg

**Orbiter Liaison
Imagery**

Joel
Robinson

Propulsion Systems Engineering and Integration/MP71

Manager
Deputy Manager
ESA
MSA

Helen Mcconnaughey
Jolene Martin
Polly Madden
Tina Lee

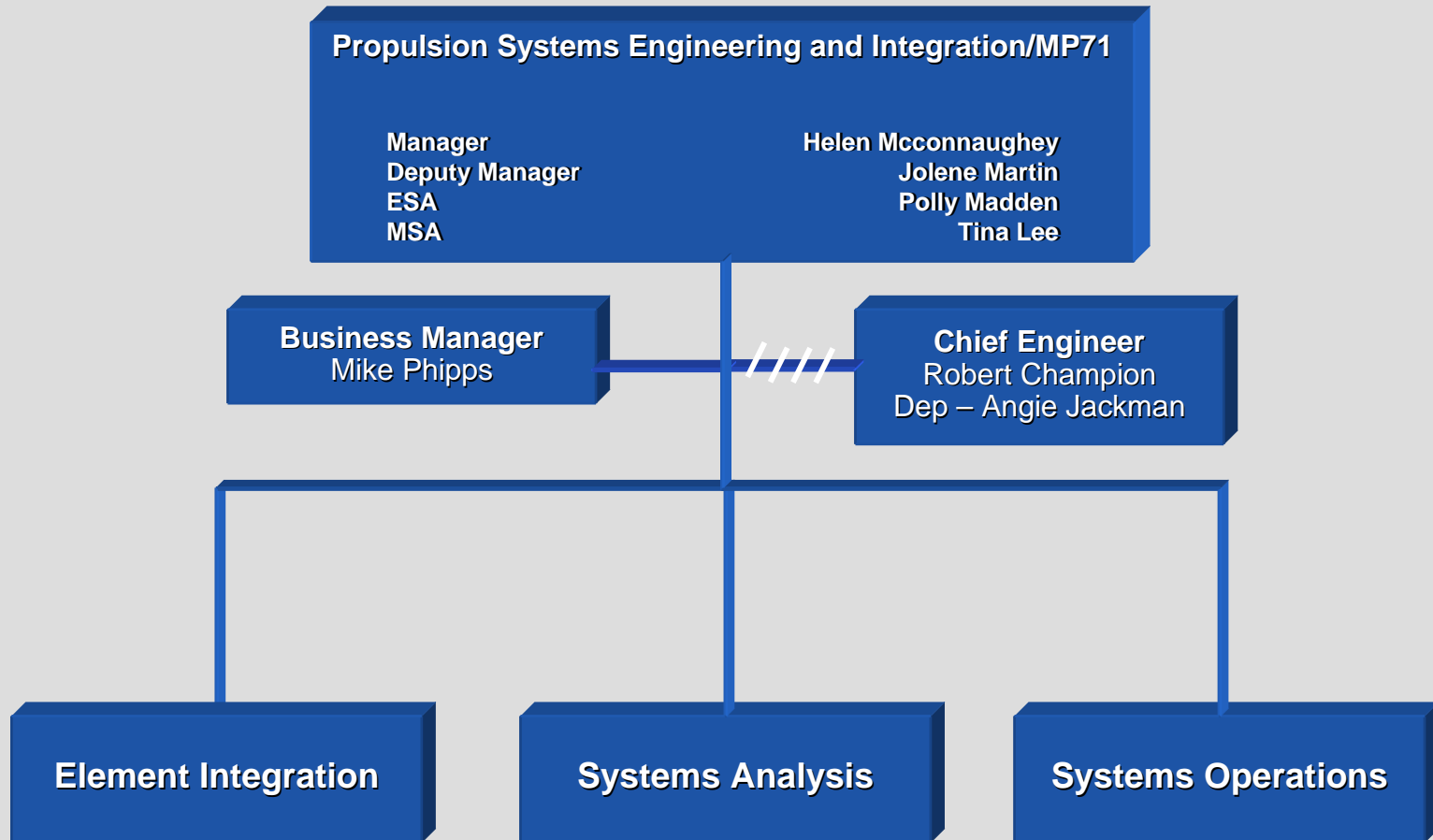
Business Manager
Mike Phipps

Chief Engineer
Robert Champion
Dep – Angie Jackman

Element Integration

Systems Analysis

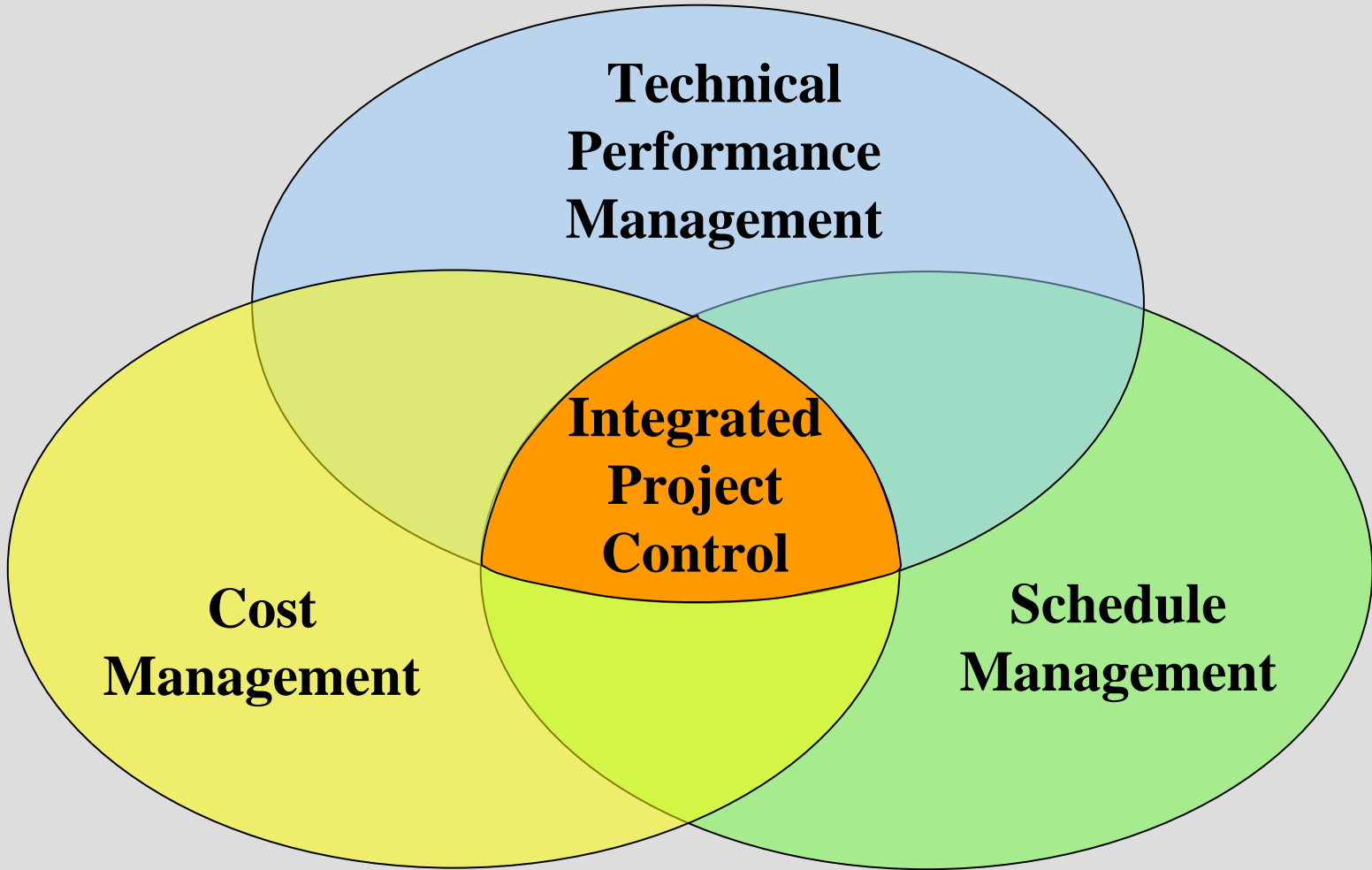
Systems Operations





Project Control

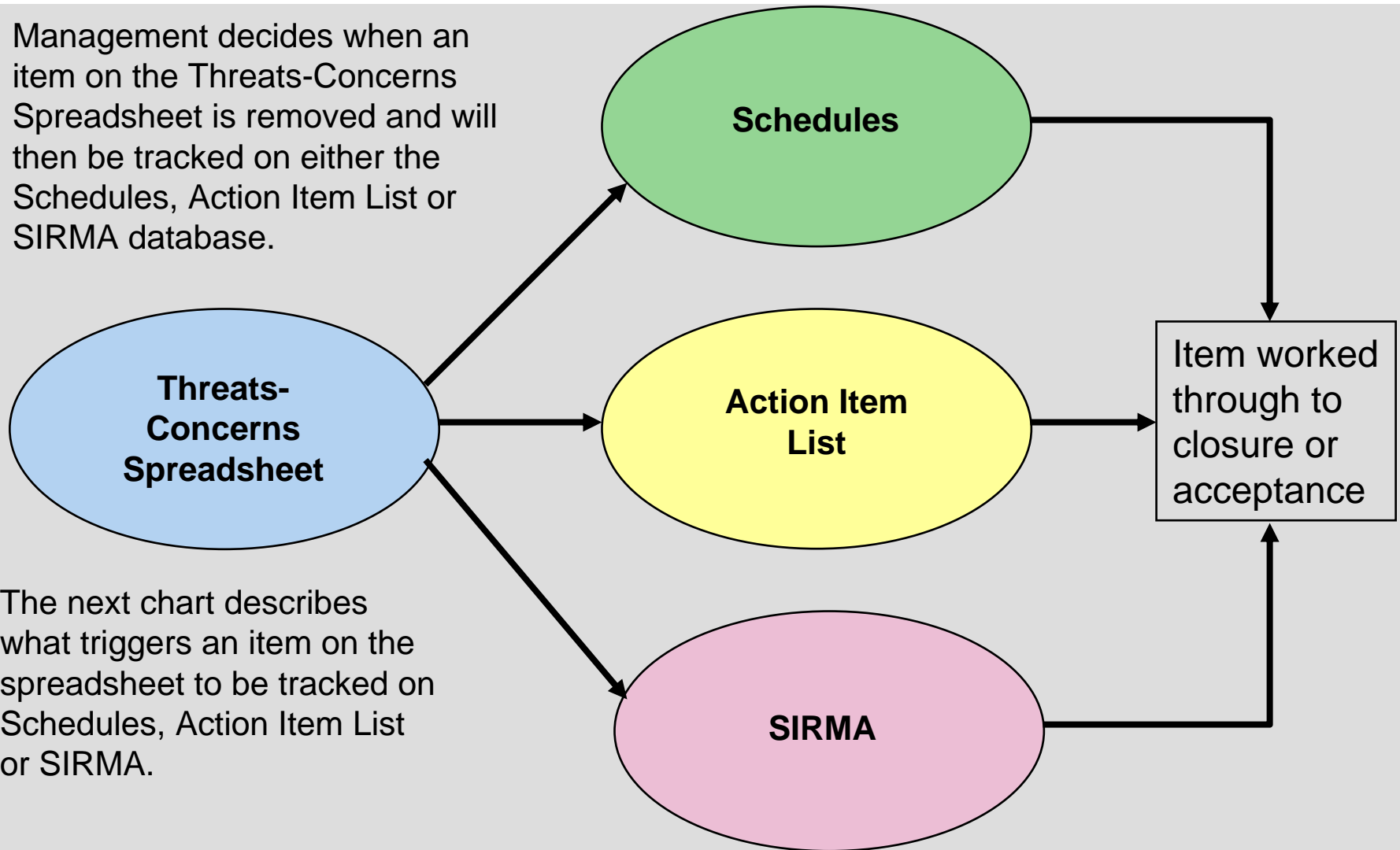
Presenter	MP71 / Chris Crumbly	
Date	4/27/2006	Page 46



We are getting there !

Relationship of Various Tracking Methods

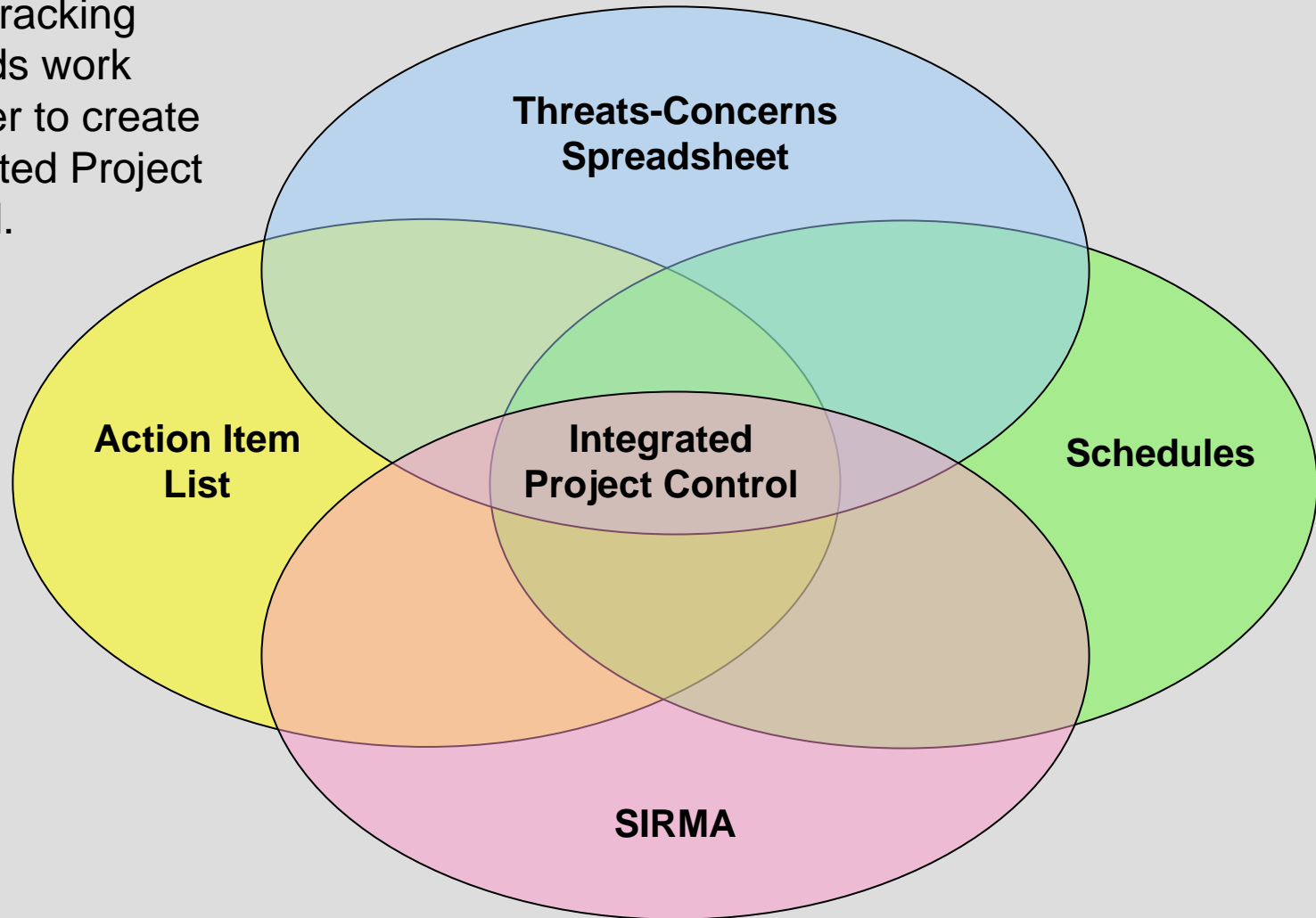
Management decides when an item on the Threats-Concerns Spreadsheet is removed and will then be tracked on either the Schedules, Action Item List or SIRMA database.



The next chart describes what triggers an item on the spreadsheet to be tracked on Schedules, Action Item List or SIRMA.

Relationship of Various Tracking Methods

The 4 tracking methods work together to create Integrated Project Control.



Adjustments

- Eliminate or combine meetings
- Manage up, across, and down
- Strengthen roles and responsibilities
- Focus our tracking mechanisms
- ***GOT SOME HELP RECOGNIZING AND CORRECTING THE ISSUES!***

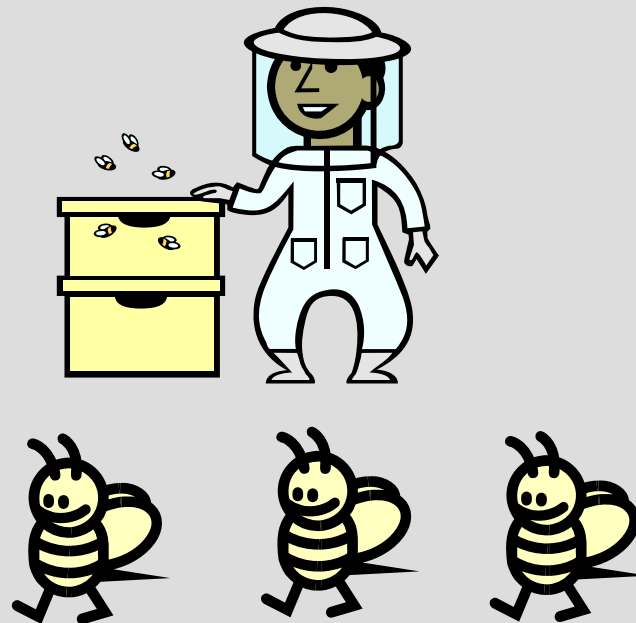
•What Needs to Be Communicated?

-----Team Sharing-----



•Group Activity

“The Beekeepers and their Bees”
Facilitated by Coy Brown



- Wrap-Up**

- Feedback from the Group**